

U.S. ARMY CONTRACTING AGENCY



Strategic Planning Session II



ACA Strategic Planning
Workshop
24-26 January 2006

HQ, ACA ISO 9001:2000 CERTIFIED



Agenda

- Admin/Logistics
- Where We Are and How We Got Here
- Where We're Going
- How We're Going To Get There
 - Goals
 - Concept of Operation
- Sample Output
- Rules for the day
- Working Teams



Where We Are and How We Got Here





Where We Are and How We Got Here



ACA Vision

World-class contracting service to Soldiers – in peace and war – anytime, anywhere!

ACA Mission

Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques

Strategic Goals

- Provide effective and efficient business solutions and innovative contracting techniques.
- Superior customer service is our highest priority.
- Continuously improve our business processes; internal and external, local and enterprise-wide.
- We are a skilled, capable, and professional acquisition workforce.
- Ensure effective use of available resources to accomplish ACA's world-wide contracting mission.

As of 12 Jan 2006

MISSION

M1

Provide high quality contracting services

M2

Strategically manage socioeconomic program

M3

Transform ACA to proactively align with customers, ACQ Community & Army

M4

Develop enterprise-wide service delivery models and SLOS

M5

Implement the AMC/AFSC contingency contracting Concept of Support

CUSTOMER SERVICE

C1

Improve direct support to customers

C2

Promote strategic alliances

C3

Develop and maintain world-class reputation

C4

Improve customer education and training

BUSINESS PROCESSES

I1

Improve internal admin/comms processes, procedures & policies

I2

Integrate Lean Six Sigma

I3

Proliferate ISO 9001 Cert throughout agency

I4

Execute Strategic Plan

PEOPLE

P1

Develop senior contracting leaders

P2

Continuously improve quality of contng. workforce

P3

Strategically manage recruiting and retention

P4

Continuously improve QOL and QOW for ACA workforce

RESOURCES

R1

Establish stable funding profile

R2

Ensure equitable distribution of resource across ACA

R3

Analyze & Develop reimbursable funding model

R4

Analyze and reallocate human resources



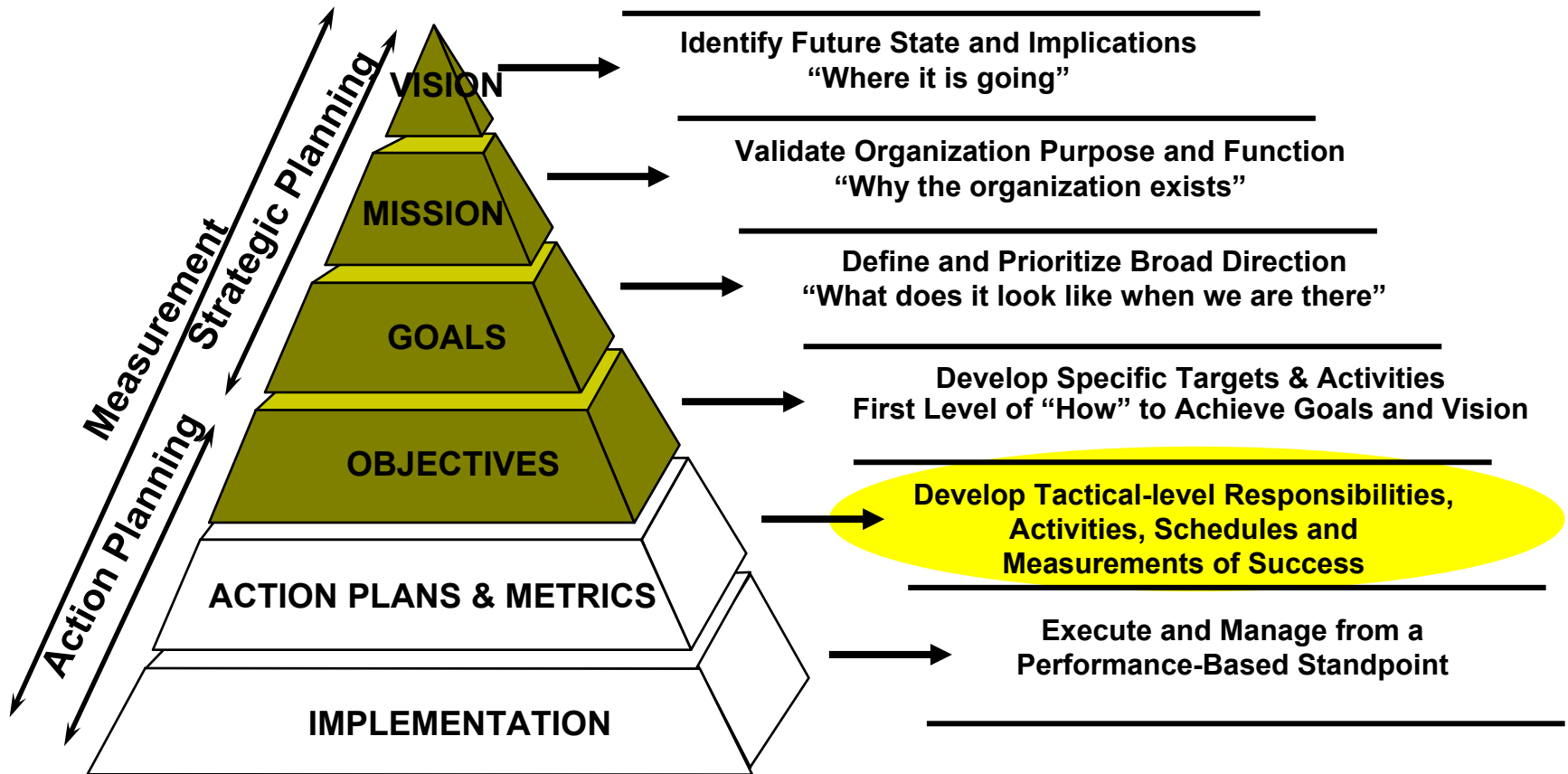
Where We Are and How We Got Here

- Planning Philosophy:
 - Establish an enduring plan that can be cascaded down the chain of command and applied to the lowest level of the organization
 - Keep it simple, practical and useable
 - Crawl, walk, run approach – think spiral development
 - Take the time to do it right
 - Maximize use of ground already covered
 - Follow the Balanced Scorecard framework for strategic management and measurement
 - Keep same group of planners for Sessions 1 and 2
 - Contractor supported effort



Where We Are and How We Got Here

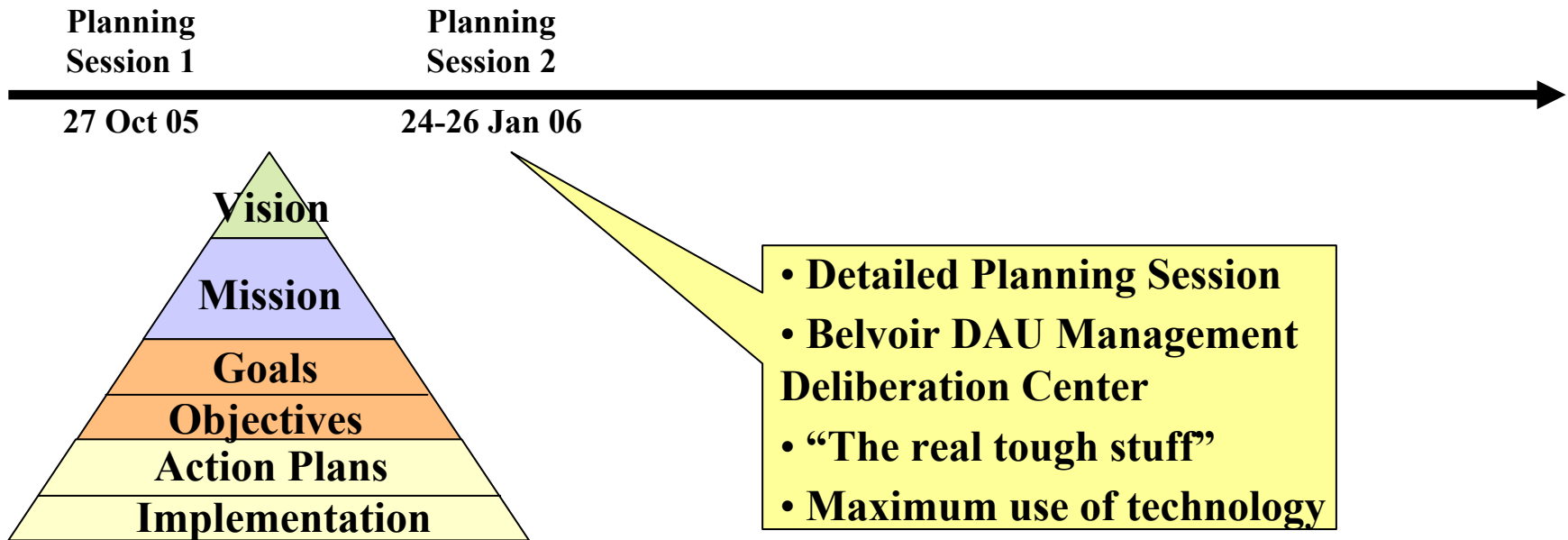
STRATEGIC PLANNING MODEL





Planning Effort

Q1 – FY06			Q2 – FY06			Q3 – FY06			Q4 – FY06		
OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP



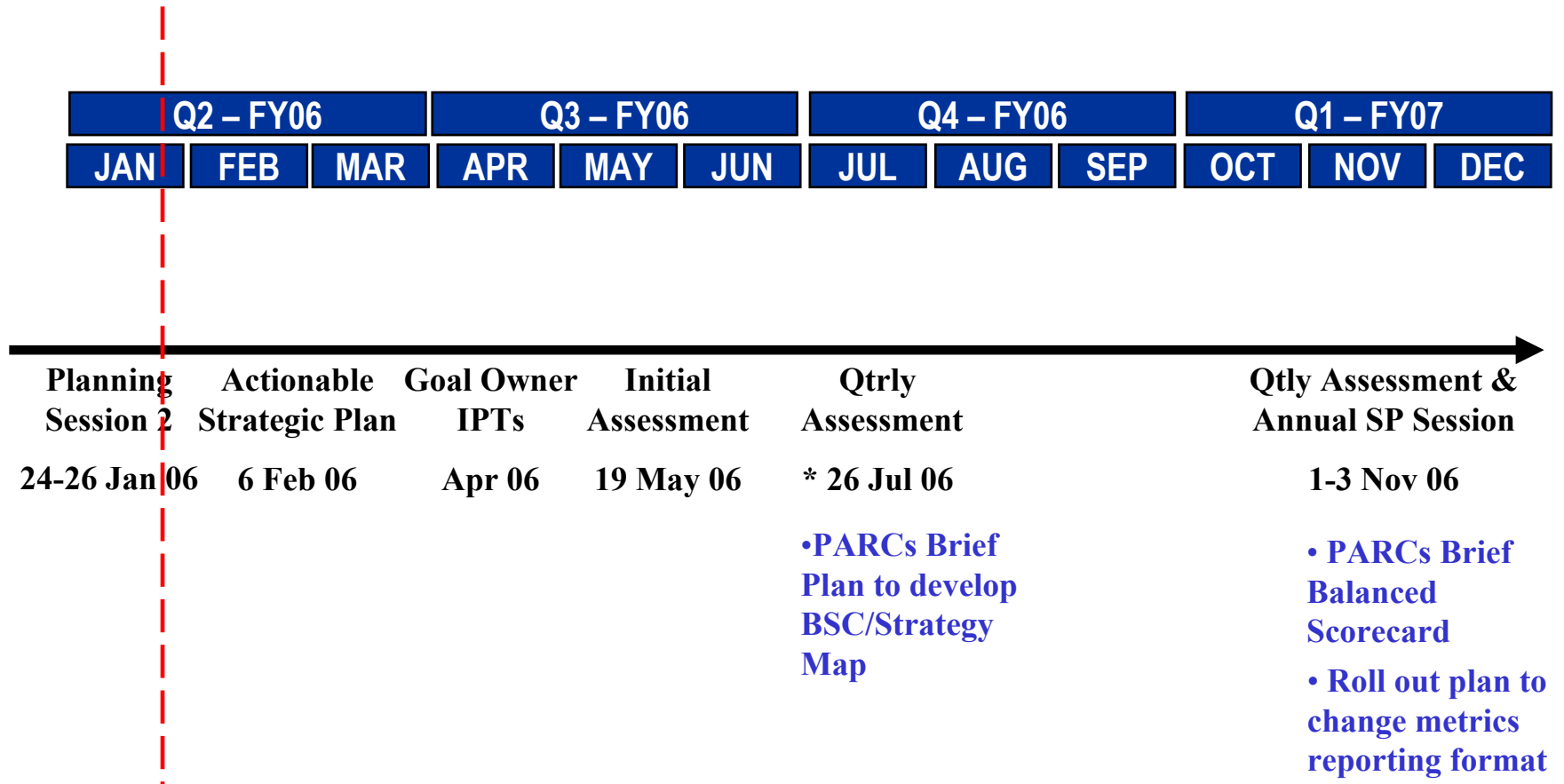


Where We're Going

- Published Strategic Plan
- Quarterly Assessments
- Annual Planning Events
- Incorporation of Balanced Scorecard at PARC Level
- Modified Quarterly Review and Analysis (R&A) Format
- Goal Owners



Where We're Going



* Possible date slip to 18 Aug to be ICW Acq Corps Senior Ldrs Conference

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Where We're Going – Long Range

Q2 – FY07			Q3 – FY07			Q4 – FY07			Q1 – FY08		
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

**Qtrly
Assessment**

24 Jan 07

**Qtrly
Assessment**

18 Apr 07

**Qtrly
Assessment**

18 Jul 07

**Qtly Assessment &
Annual SP Session**

6-7 Nov 07

- **Formal
Transition from
current R&A
briefing format
to BSC format**



Where We're Going – **Goal Owners**

BSC Category	Goal	Primary Goal Owner	Coordinating Partners
Mission	Provide effective, efficient, and relevant contracting support and business advice	Director of Opns & Career Mgmt	PARCS, Small Bus, Trans, Operations
Customer Support	Maintain superior customer service as our highest priority	Director of Liaison	PARCs, Customers, Operations, Liaison
Internal Processes	Streamline and continuously improve enterprise-wide internal controls and business processes	Chief of Staff	PARCs, XO, Policy, Review & Outreach, Transf, RM
People	Maintain a skilled, capable, and professional acquisition workforce	Director of Opns & Career Mgmt	PARCs, XO, Policy, Review & Outreach, Transf, RM
Resources	Ensure effective use of availability resources to accomplish ACA's world-wide contracting mission.	Director Resource Management	PARCs, XO, Policy, Review & Outreach, Transf, RM

Responsibilities

- Overall responsibility for BSC category
- Lead metrics presentation at qtrly assessments
- Conducting quarterly goal owner IPTs
- Herding cats (Coordinating Partners)
- Lead break-out group discussion for area



Where We're Going

- Challenges
 - Developing consistent metrics reporting format
 - Future impacts on the organization
 - Joint Basing



How We're Going To Get There

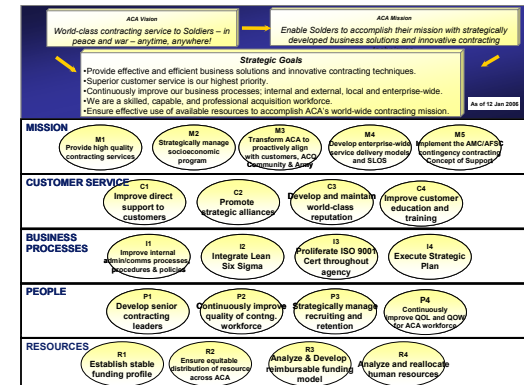
- Goals
- Concept of Operation



How We're Going To Get There

Session Goals:

- Reach consensus on Goal and Objective language
- Build action plans – tie in dates, if possible
- Define success for each Objective and develop measurements
- Establish definition and scope for each Goal and Objective
- Determine Goal Owner responsibilities
- Have fun!

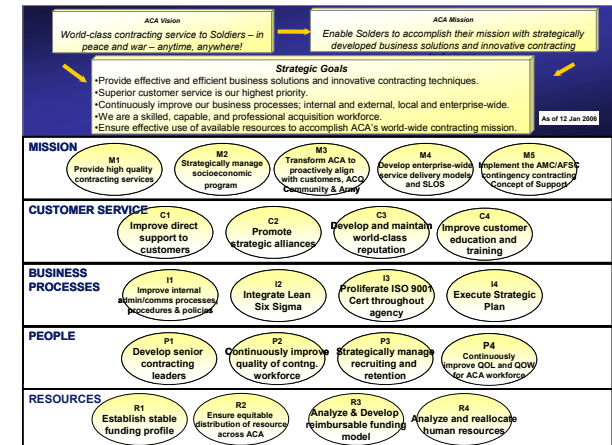




How We're Going To Get There

Concept of Operation:

- **Overview / Strategic Planning Update**
- **As a group work through each objective, by goal area, to:**
 - Brainstorm what success is
 - Select best choice of success
 - Brainstorm possible steps to achieve
- **Initial prioritization of objectives**
- **In small groups organized by goal areas, work through each objective to:**
 - Select best 6-10 steps
 - Arrange/sequence steps
 - ID possible Metrics/Measurements
 - Include milestone dates, when possible
 - Brief-out
- **Develop definition and scope narrative for each goal and objective**



Using input from the group work and other references



Sample Output

Drill down from Mission and Vision to Goals,
Objectives, Actions and finally,
Measurements.

Sample Output – Goals & Objectives

VISION:	<i>World-class contracting service to Soldiers – in peace and war – anytime, anywhere!</i>
MISSION:	<i>Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.</i>

GOAL	OBJECTIVES
Goal 1: Mission: Provide effective and efficient business solutions and innovative contracting techniques.	Objective M1: Provide high quality contracting services
	Objective M2: Strategically manage socioeconomic program
	Objective M3: Transform ACA to proactively align with customers, ACQ Community & Army
Goal 2: Customer Service: Superior customer service is our highest priority.	Objective C1: Improve direct support to customers
	Objective C2: Promote strategic alliances
	Objective C3: Develop and maintain world-class reputation
	Objective C4: Improve customer education and training
Goal 3: Business Processes: Continuously improve our business processes; internal and external, local and enterprise-wide.	Objective B1: Improve internal admin/comms processes, procedures & policies
	Objective B2: Integrate Lean Six Sigma (LSS)
	Objective B3: Proliferate ISO 9001 Certification throughout the agency
Goal 4: People: We are a skilled, capable, and professional acquisition workforce.	Objective P1: Develop senior contracting leaders
	Objective P2: Continuously improve quality of contracting workforce
	Objective P3: Strategically manage recruiting and retention

Sample Output – Goals & Objectives

VISION:	<i>World-class contracting service to Soldiers – in peace and war – anytime, anywhere!</i>
MISSION:	<i>Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.</i>

GOAL	OBJECTIVES
Goal 5: Resources: Ensure effective use of available resources to accomplish ACA's world-wide contracting mission.	<u>Objective R1:</u> Establish stable funding profile
	<u>Objective R2:</u> Ensure equitable distribution of resource across ACA
	<u>Objective R3:</u> Analyze & Develop reimbursable funding model
	<u>Objective R4:</u> Analyze and reallocate human resources



Sample Output - Actions

VISION:	<i>World-class contracting service to Soldiers – in peace and war – anytime, anywhere!</i>
MISSION:	<i>Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.</i>
GOAL:	<i>Business Processes:</i> <i>Continuously improve our business processes; internal and external, local and enterprise-wide.</i>

OBJECTIVES	ACTIONS
Objective B1: Improve internal admin and communications processes, procedures & policies	Action 1...
	Action 2...
	Action 3...
Objective B2: Integrate Lean Six Sigma (LSS)	Action 1...
	Action 2...
	Action 3...
Objective B3: Proliferate ISO 9001 Certification throughout the agency	Action 1...
	Action 2...
	Action 3...
Objective B4: Execute Strategic Plan	Action 1: Distribute strategic plan for action
	Action 2: Create webpage dedicated to strategic planning
	Action 3: Modify senior leader performance objectives/support forms to include strategic planning
	Action 4: Ensure Goal Owners conduct 3QTR FY06 IPT
	Action 5: Conduct initial strategic planning assessment ICW 2QTR FY06 R&A (o/a 19 May 06)
	Action 6: Develop comprehensive balanced scorecard metric reporting format

Example 1



Sample Output - Measurements

VISION:	<i>World-class contracting service to Soldiers – in peace and war – anytime, anywhere!</i>
MISSION:	<i>Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.</i>
GOAL:	<i>Business Processes:</i> <i>Continuously improve our business processes; internal and external, local and enterprise-wide.</i>

OBJECTIVES	MEASURES	GREEN	YELLOW	RED
Objective B1: Improve internal admin and communications processes, procedures & policies	Measure 1:...			
	Measure 2:...			
	Measure 3:			
Objective B2: Integrate Lean Six Sigma (LSS)	Measure 1:...			
	Measure 2:...			
	Measure 3:...			
Objective B3: Proliferate ISO 9001 Certification throughout the agency	Measure 1:...			
	Measure 2:...			
	Measure 3:...			
Objective B4: Execute Strategic Plan	Measure 1: Strategic plan implemented/distributed throughout agency by 15 Feb 2006	NLT 15 FEB 06	NLT 28 Feb 06	
	Measure 2: Percentage of senior leaders who modified performance objectives/support form	100 %	>= 90%	
	Measure 3: Successfully conduct quarterly assessments	4	3	
	Measure 4: Developed draft metrics format by 1 May 2006	NLT 1 May 06	NLT 15 May 06	

Example 1

VISION:	<i>World-class contracting service to Soldiers – in peace and war – anytime, anywhere!</i>
MISSION:	<i>Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.</i>
GOAL:	<i>Mission:</i> <i>Provide effective and efficient business solutions and innovative contracting techniques.</i>

OBJECTIVES	MEASURES	GREEN	YELLOW	RED
Objective M1: Provide high quality contracting services	Measure 1: Percentage of satisfied Interactive Customer Evaluation (ICE) comment cards from qualified government customers.	>= 90%	>= 70%	
	Measure 2: Number of Installation Management (IMA) HQ Level Quarterly Customer Partnership Councils held annually	4	3	
Objective M2:	Measure 1:...			
	Measure 2:...			
	Measure 3:...			
Objective M3:	Measure 1:...			
	Measure 2:...			
	Measure 3:...			
Objective M4:	Measure 1:...			
	Measure 2:...			
	Measure 3:...			
Objective M5:	Measure 1:...			

Example 2

VISION:	<i>World-class contracting service to Soldiers – in peace and war – anytime, anywhere!</i>
MISSION:	<i>Enable Soldiers to accomplish their mission with strategically developed business solutions and innovative contracting techniques.</i>
GOAL:	<u>People:</u> <i>We are a skilled, capable, and professional acquisition workforce</i>

OBJECTIVES	MEASURES	GREEN	YELLOW	RED
<u>Objective P1:</u>	Measure 1:			
	Measure 2:			
<u>Objective P2:</u> Continuously Improve the quality of the contracting workforce	Measure 1: Average # of CLPs per employee per year			
	Measure 2: Percentage of employees or meet or exceed DAWIA qualifications of job			
	Measure 3: Number of employees enrolled or possessing advanced degrees			
	Measure 4: Percentage of employees with up to date IDPs on ATRRS			
<u>Objective P3:</u>	Measure 1:...			
	Measure 2:...			
	Measure 3:...			
<u>Objective P4:</u>	Measure 1:...			
	Measure 2:...			
	Measure 3:...			

Example 3



Rules for the day

- Blackberries and cell phones off during work sessions
- Participate
- Be candid, but professional
- Don't get lost in the weeds
- Keep the process moving forward
- Remember the intent: simple, practical and useable
- Use the good idea board and anonymous issue basket
- Today we set the foundation for the rest of the planning effort – let's go forth and do great things.



Questions?

Comments?

Let's ROCK!